Proceedings

of the

Southeast Case Research Association

Twentieth Annual Meeting

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SECRA TURNS 20!

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Ocean Reef Resort
Myrtle Beach, South Carolina

SOUTHEAST CASE RESEARCH ASSOCIATION

SECRA was formed in 1991 as an affiliate of the North American Case Research Association. Its purpose is to:

- Continually develop the case method of research, teaching, and application toward functional and strategic level administrative issues;
- Develop interdisciplinary case and teaching note writing skills as defined by AACSB;
- Advance individual analytical and reasoning skills;
- Provide necessary forums for the interchange of expertise among those who train and develop policy-making professionals; and,
- Continually promote the active exchange of information between case authors and interdisciplinary professionals in both public and private sectors.

Membership is open to academics, researchers, professionals, and others who share a commitment to improve the case method of teaching, research, and publication.

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FROM THE PROCEEDINGS EDITORS

Dear SECRA Colleagues:

If this is your first meeting Welcome! If you are a returning member, it is great to see you again.

The Editors and all the SECRA Officers are pleased to note that despite continued financial constraints many universities face this year, conference attendance has increased and submissions to SECRA did not fall much. The 2010 Conference received 38 submitted cases from 65 authors. The 2011 Conference received 41 cases from 82 authors. This year we received 38 submissions from 64 authors. We are delighted that you chose to support and attend SECRA this year.

As in previous years, the SECRA Proceedings is published in two formats, this Printed Proceedings Booklet and the Proceedings CD, which was provided in your registration package. This Booklet contains a matrix of cases organized by subject areas, copies of abstracts for all submitted cases alphabetized by the author's last name, and two quick reference indexes at the end of the booklet. At the front of the booklet, there is some information about the SECRA organization and next year's conference.

The Proceedings CD contains the Conference Program, a copy of the Printed Proceedings, and full versions of the Cases and Instructor Manuals (IMs)/Teaching Notes (TNs) presented at the meeting. We publish the CD version of the Proceedings so that SECRA members can have copies of the cases presented at the meetings, and because some universities require the publication of a full case and IM in the Conference Proceedings for conference credit. Please be aware that there are no formatting requirements for full case submission on the CD, so the cases are unedited and formats will vary. If you desire a particular case from this or past conferences, but cannot find the full case or IM on the appropriate CD, please contact the author listed in the Printed Proceedings for a copy. In the interest of protecting the author's valuable Intellectual Property, please do not share materials on the Proceeding CD with colleagues who are not familiar with case handling procedures. Instead, refer interested faculty to the contact person listed in the original Case Abstract. Participants are advised that IMs/TNs are considered sensitive academic materials and should not ever be distributed to students.

Some journals will not accept cases that have been published in a Conference Proceedings without a substantial revision. We understand that authors may wish to withhold their full case or IM/TN from the SECRA Conference CD in order to be able to publish it elsewhere. SECRA wants to accommodate your wishes. Please let the Proceedings Editor know, by the deadline for submission of conference materials, if you do not wish your full case to appear in the proceedings. On the other hand, **the *SECRA Journal* welcomes all case submissions, especially those presented at our Annual Meeting and that appear in the SECRA Conference Proceedings**.

We extend our appreciation to all who made this conference possible including the Reviewers, Roundtable Presiding Chairs, and the SECRA Officers who worked behind the scenes to make this meeting work. This conference would not have occurred if not for members who volunteer to serve in various important leadership positions. You do not need extensive experience to serve in SECRA – only the willingness to help. We encourage everyone to consider serving in some capacity this upcoming year.

In future years, the three of us will rotate through the head position of Proceeding Editor with Chris taking the role for the next conference. Thank you for the opportunity to serve as the Proceedings Editors for the Twentieth Annual Meeting of SECRA.

Best Regards,

Stephanie M. Foote
SECRA Proceeding Editor

Becky Oatsvall & **Chris Cassidy**
SECRA Proceedings Associate Editors

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CASES

CALL CENTER CRISIS

Jane E. Barnes
Meredith College

Case Synopsis

Diane Bryant has just been promoted into the position of Director for Inbound Sales at Cableco. Diane has a reputation for being a terrific motivator and team builder, having previously been a Division I women's soccer coach. Diane's department handles revenue from customers calling in to place orders. Competition within the industry is fierce and revenue is under forecast for the year.

What Diane finds when she meets her team will test her skills as a motivator and team builder. There is an intense rivalry between her organization and the Outbound Sales group, which is responsible for increasing revenue from existing customers. Her supervisors have been put on performance plans due to poor performance.

Case Objectives and Use

This case, based on a real manager in a real company, would be useful for both undergraduate and graduate level students studying organizational behavior. Diane is faced with motivational issues on her team. She must change the culture within her department and handle conflicts that are escalating between rival departments.

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PLAYING FAIR

Jane E. Barnes
Meredith College

Case Synopsis

The new Athletic Director at Southern State University has just instituted a new performance management system for its intercollegiate coaches, based on setting mutual goals around objective measures, and 360-degree feedback from the athletes. The coach's pay increase will be determined by whether he or she met the goals and the athletes' satisfaction with the coach.

Scott Nowling, who has been the head soccer coach at SSU for ten years, has a meeting with the AD to discuss his performance for the past year. Scott has turned the soccer team around during his tenure, bringing it from the doormat of the conference to a top 25 national ranking; he is a highly motivational coach and his teams routinely have the highest GPA on campus. Scott is stunned to learn from his AD that his performance has been rated as "met expectations" and he would not receive any pay increase. Subsequent to the performance review, Scott learns that the positions of his administrative assistant and one of his assistants have been removed. Scott starts to wonder if his job is safe.

Case Objectives and Use

This case would be useful for both undergraduate and graduate level students studying human resource management or organizational behavior. At the heart of the case is the performance appraisal process, with a special emphasis on how it applies to intercollegiate coaches. Career choices as well as various ethical theories are also topics.

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NIKE, INC. 2011

Travis Bolton (Student Author)
Victoria Messman (Faculty Supervisor)
Maryville College

Case Synopsis

Nike, Inc., began in 1964 as a partnership between a track coach and a former track star of his. The two teamed up with the idea of developing innovative running shoes that would provide an advantage to athletes.

In the decades that followed, the company continued to produce innovations in running shoes and used new marketing approaches, such as using celebrity athletes in ads. As the company grew, it expanded its product line to other sports and expanded its target markets to include the populace at large ("If you have a body, you're an athlete.").

The company had its ups and downs, but at the end of 2011 Nike continued as the industry leader and appeared to be in good financial shape. Nike had moved beyond some significant bad publicity of the past decade and sounded optimistic in the 2011 annual report. But there were some disquieting events taking place. Was Nike really as well position for the future as the CEO suggested?

Case Objectives and Use

Nike, Inc., 2011, could be used in a number of ways in a course in Strategic Management. It is a comprehensive case that could be used for student or team case general analysis or could be used to illustrate specific concepts. Jay Barney's VRIO model and his resource-based view of strategy could readily be introduced with this case as could industry analysis using Porter's Five Forces Model.

For a Marketing course, the case lends itself well to learning about target markets and an expansion of a company's niche. It could also be used to show market segmentation based on lifestyle and on product use. Nike's promotion campaigns also provide insights into some very successful campaigns as well as some very controversial ones. There is the potential for good class discussions looking at the ethics of marketing, such as with global branding or developing ad campaigns designed to appeal to the youth market through "edginess."

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RAISING THE ROOF…AGAIN

Jessica Borgnis (Student Author)
Tim Burson (Faculty Supervisor)
Queens University of Charlotte

Case Synopsis

The issue of the debt ceiling has been highly publicized in recent news. But what exactly is a debt ceiling, and why has it received so much attention lately? The answer to these questions is both political and economic, and one must have a firm understanding of the inner workings of both in order to form an educated opinion about the topic. The goal of this case is to introduce the reader to the basics of political economy as it applies to what is going on with the debt ceiling. Political and economic principles will be highlighted through specific examples.

Case Objectives and Use

This case gives the student an opportunity to examine a current issue through the nuanced lens of political economy. By combining political theory with economic principles, the student will understand the interplay between politics and economics as it applies to the debt ceiling.

Instructors can use this case to introduce basic principles of economics, political science, and/or political economy and give the students understanding as it relates to: 1) The history of government spending and the original need for a debt ceiling, and 2) How the national debt has become problematic.

After reading this case, students will be able to discuss and analyze what options are available to politicians and taxpayers with regards to the debt ceiling.

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BIG BROTHER IS WATCHING! CORPORATE MONITORING OF EMPLOYEE SOCIAL MEDIA IN THE WORKPLACE

Raphael Boyd
Clark Atlantic University

Lila Carden
University of Houston-Main

Case Synopsis

An employee of a company filed a discrimination lawsuit making various allegations. However, one significant issue arising out of this case focused on the emails sent by the employee using a personal password-protected yahoo account on a company laptop. The laptop, utilizing certain software, unbeknownst to the employee, saved a copy of every email sent to the employee's lawyer. The determination of whether the company could use these emails in the lawsuit against the former employee went all the way to the New Jersey Supreme Court. This case garnered attention with media scrutiny due to the possible implications this case could have for the legal concept of attorney client privilege and social media.

Case Objectives and Use

This case is appropriate for graduate and undergraduate business law, business management, and human resource management classes.

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THE AMERICAN LEGION

Christopher M. Cassidy
Sam Houston State University

Dallas Brozik
Ivan Muslin
Marshall University

Case Synopsis

Founded in March 1919, the American Legion has served veterans of the US military by lobbying for veteran benefits and has served their communities by supporting a conservative political agenda. Membership of the American Legion includes veterans who served during actual conflict and numbered 2.4 million members in 2010, down from its high of over 3 million members in 2000.

Rapid demographic changes to institutional stakeholders are a challenge to any organization. The American Legion draws its membership from former members of the US Armed Forces and is therefore influenced by national conflicts that drastically increase the size of the military, population surges such as the surge between 1946 and 1964, and the drawdowns in the size of the US military that occurred between 1990 and 1994. Forecasts indicate that the number of people eligible for membership in the Legion will continue to drop for the next 20 years. This case will describe the organization and provide information for devising plans to address the problem of declining membership.

Case Objectives and Use

This case provides quantitative data for conducting an evaluation of a decline in stakeholder involvement in the American Legion which can be used to determine an organizational response to those declines. It would be appropriate for discussions in a BPS course related to analysis of the external environment, in a marketing course related to evaluating stakeholder demographics, or in an OD course related to organizational turnaround.

The case is based on archival data collected from public sources and will be field tested in the spring of 2012.

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TRYING TO BE RESPONSIBLE

Ashley Crisp (Student Author)
Jackie Klinger (Student Author)
Anna Todaro (Student Author)
University of South Carolina

Case Synopsis

The main character in this ethics case is a graduate student managing his own residence hall staff for the first time at Blue Ridge University. As the Resident Director for Sorority and Fraternity Housing, it took time for the graduate student to understand the needs of his residents and how it differed from other areas in University Housing. However, after a few months, he realized the importance of the community's identity and stepped into the role as excellent manager for the Greek community on campus.

One of the outstanding resident assistants on staff for Sorority and Fraternity Housing called the Resident Director over the summer and explained to him an incident for which she was cited for being a minor in possession of alcohol. The worried resident assistant assured the Resident Director that it was all a misunderstanding, as she was trying to care for some of her sorority sisters. Should the Resident Director report the information he knows to his supervisor, as the citation is a violation of the Student Code of Conduct and the student's employment agreement with University Housing?

Case Objectives and Use

This case provides a great example of a dilemma of both legal and ethical consideration. The student in question claims that her citation by the city for underage possession was unfair. The graduate student is torn between personally counseling a distraught student and developing a staff that sets an example for its residents. Additionally, internal debate takes place for the graduate student. Considering his own undergraduate experience for a small mistake, the Resident Director contemplates whether reporting this incident to his supervisor would unfairly disadvantage this student in future leadership opportunities.

The case was originally written for review in a graduate level ethics class, and is based on a true situation faced by a graduate student in a College Student Personnel program. This ethical question may be used in graduate programs as a scenario or for new professionals still coming into their own as new professionals in the field of student affairs.

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TRUSTING THE TREASURER: FAULTY FRATERNITY FAITH

Michael J. "Mick" Fekula
The Citadel, The Military College of South Carolina

Adam G. Fekula
Georgia Southern University

Case Synopsis

The newly appointed treasurer of a university fraternity was looking to exercise the business finance skills he was learning in his undergraduate major. He was both excited and serious about this opportunity to manage approximately $40,000 of funds collected and dispersed annually by his fraternity. It would also be a good addition to his resume. Although his seriousness was sustained, the excitement soon waned. Shortly after taking office, he wrote his first check to an account payable. When the check bounced he discovered that there was little to no money in the fraternity's account.

Case Objectives and Use

The primary objective of this case is to determine what to do in the short term when a non-profit organization has insufficient funds in its account and accounts payable are overdue. In the long term, the case concerns the importance of changing existing procedures and policies to ensure that this problem does not recur. Students can use the case to explore their understanding of fiscal accountability, financial controls, and organizational policies and procedures aimed at the control function of management. A secondary objective of this case is to address financial policy issues, since limiting control and access to only a few people is a perilous policy for any organization when those people might be out of position when needed. This case is suitable for use in introductory management, entrepreneurship, and finance classes. The case can also be used in higher education administration and student services courses.

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IF MY EMPLOYEE LIES ABOUT THE REASON HE LEFT HIS FORMER JOB, WILL I BE LIABLE WHEN HE SEXUALLY HARASSES A CLIENT?

Marka B. Fleming
Gwenolyn McFadden-Wade
North Carolina A&T State University

Jean T. Wells
Howard University

Case Synopsis

Grady Memorial Hospital in Atlanta, Georgia maintains a Drug Dependence Unit as part of its Department of Mental Health services. In 2005, three hospital patients, who were being treated for opiate additions, in the DDU's methadone clinic, complained to the hospital that Steve Kimbrell, a drug counselor working for the hospital, had sexually harassed them by subjecting them to inappropriate sexual advances during their counseling sessions. The results of the hospital's investigation into this matter revealed that Kimbrell had in fact sexually harassed all three patients. Further, it was discovered that Kimbrell had withheld the truth about the circumstances under which he left his previous employment situations. Based on this investigation, the hospital terminated Kimbrell's employment.

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A LOADED QUESTION

Kimberly G. Frazier
Stephanie M. Foote
Kennesaw State University

Case Synopsis

A classroom presentation is interrupted by an unusual outburst of laughter from Pete, a usually withdrawn student in Professor Smith's First-Year Seminar (FYS 101). When Professor Smith and the students in the class ignore the outburst, Pete asks a question that leaves everyone in the class shocked and concerned for their personal safety. Both Professor Smith and John, a student athlete in the class, then ask Pete to clarify his question. When he fails to respond, Professor Smith dismisses the class and asks Pete to stay after and talk with her. As she approaches Pete's desk she wonders how she can help him when she is concerned overcome with fear about her own safety and the safety of the campus.

Case Objectives and Use

In first-year courses like FYS 101, the course content and method of instruction often encourage dialogue. This case provides a situation in which an instructor is faced with a serious question from a student during a class presentation that can potentially affect the other students in the course, as well as the other students, faculty, and staff on the campus. Even if the antagonist in the case was joking when he asked the question, tragic events on college and university campuses in recent years have made it even more critical to respond quickly and appropriately to classroom situations. This case is based on personal experience and was developed to initiate dialogue among graduate students preparing to teach at the college level or in faculty development workshops. The names and some peripheral facts have been disguised to protect confidentiality.

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TWIST OF FATE

Kimberly G. Frazier
Stephanie M. Foote
Kennesaw State University

Case Synopsis

Angela, a student in Dr. Williams' first-year seminar, FYS 101, shows up to class late and then walks out abruptly after she is called on during a class discussion. Dr. Williams, surprised, yet worried for Angela's well-being, rushes out of the classroom to find her. In a twist of fate, Angela, one of the most mature and responsible students in the class, shares some difficult and shocking news with Dr. Williams. As the first person in her family to go to college, Angela's concern immediately goes to her family and the disappointment that she believes they will feel when they learn of her news.

Case Objectives and Use

In first-year courses like the FYS 101, the course content and method of instruction often encourage dialogue. This case describes a situation where a student who is generally actively engaged in that dialogue abruptly leaves the classroom, and then ultimately shares some personal information with her FYS 101 instructor. Because students in the early college experience are often making personal, social and academic transitions, the lines between these experiences are often blurred, and student decision making around these experiences can be quite difficult, and this is especially evident in classes that are focused on the college transition (i.e., FYS 101). This case is based on personal experience and was developed to initiate dialogue among graduate students preparing to teach at the college level or in faculty development workshops. The names and some peripheral facts have been disguised to protect confidentiality.

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WHO REALLY ISN'T DOING THEIR JOB?

Stephanie Ganser
Wake Forest University

Dawn Traynor
University of South Carolina

Case Synopsis

In this case, Monica, a Resident Coordinator at Rolling Springs University, must decide whether or not to rehire Jack, a sophomore Resident Adviser who has received conflicting evaluations from his supervisor, Graduate Hall Director Emily. Monica has been working at RSU for the past two years and has always enjoyed her interactions with her student staffs (both graduate and undergraduate). However, she is now faced with making sense of a situation that seemed to crop up out of the blue. Until a few weeks ago, Monica had no indication that Jack's work as a RA had been anything but excellent. He had even received extremely high marks from his supervisor, Emily, in his end-of-semester evaluation only a few weeks ago.

Now, Emily is singing a different tune regarding Jack's work, and it's up to Monica to figure out what to do. The stakes are high: First, choosing to hire Jack back for another year as a RA provides him with a benefits package worth over $10,000—benefits he will not receive if he does not return for a second year in the position. Additionally, it is much more difficult to terminate a student's employment once he or she has been officially hired than it is to choose not to rehire them for a new academic year. Therefore, if Jack is rehired for the new year and his recent string of bad behavior is not corrected, Monica will have to build a case in order to relieve him of his duties.

Complicating matters are the incongruences in Emily's reports on Jack, as well as her unprofessional handling of Jack's most recent infraction. As her direct supervisor, Monica is faced with working through Emily's issues while deciding what to do about Jack. Ultimately, Monica must weigh various factors regarding the situation and its key players to make the "$10,000 decision."

Case Objective and Use

This case focuses on human resources in higher education. Professionals in the field are often tasked with making important decisions regarding the hiring, supervision, and termination of undergraduate student staff members. This process becomes increasingly difficult when professional staff must rely on graduate student perceptions and evaluations to make critical employment decisions.

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ROLLS-ROYCE PLC

Michael Gunther (Student Author)
Clay Shwab (Faculty Supervisor)
Maryville College

Case Synopsis

As we meet Rolls-Royce plc in 2011, it is a very different company from its beginnings over 100 years ago, yet it has continued its focus on engineering and technology. Rolls-Royce was initially a manufacturer of hand-crafted luxury automobiles, but it branched out into aircraft engines and established its reputation for high quality aero engines in WW II. Eventually, the unprofitable automobile line was sold. Rolls-Royce continued its expansion into other technology-related products and by the turn of the 21st century was a global company with a well-defined portfolio of related products and services. In 2011 the company had four major customer-focused strategic business units. These were civil aerospace, based on the tremendously successful Trent engine platform; marine systems, with Rolls-Royce equipment on board 30,000 vessels and a presence in the offshore support industry; defense aerospace, with 160 customers in more than 100 countries; and energy and nuclear, supplying power systems for the oil and gas sector. Rolls-Royce had also developed a large business segment based on servicing its products.

The company had done quite well in recent years, with three of its business units tallying double digit profitability growth rates in 2010. At the same time, there were possible clouds on the horizon. The economic recession had reduced demand for aircraft engines and pollution concerns were entering into customers' purchasing decisions. Among other issues, the rising price of jet fuel was a problem and offshore oil and gas drilling were under attack. What could Rolls-Royce do to counter serious threats in the general environment?

Case Objectives and Use

The Rolls-Royce plc case is designed for a course in Strategic Management. The case would be a good vehicle for introducing analysis of the general environment, since it presents a company with a number of threats looming large. It is also an example of how a portfolio of strategic business units can reduce potential risk.

This company, operating in an industry with high barriers to entry, would also be useful in learning how to analyze an industry. The case also provides a good review of organizational structure based on customer type.

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DISHONORABLE INTENTIONS

Mckinlaye Harkavy (Student Author)
University of South Carolina

Case Synopsis

Adrienne hung up the phone and slumped in her chair. She had worked with Derek this entire year and had grown to trust and respect him both as a student worker in her office and a peer leader on campus. She couldn't believe that he would ever cheat on one of his final exams, especially right in front of her. Turning him in could ruin all of the things he had worked so hard for at HU. What should she do?

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BYD: COMING TO AMERICA

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Chia-Ying Tsai (Student Author)
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University of West Florida

Case Synopsis

BYD is a Chinese energy company that began in 1995 with the manufacturing of cell phone batteries. With its innovative corporate culture and effective research they soon became a leader in battery technology. In 2003, BYD expanded to the automobile business, taking what technological advances it held in batteries, and applying it to manufacturing electric cars. In 2008, Warren Buffet decided to invest $230 million dollars for 10% ownership of the company. In 2009, NYD announced plans to break into the U.S. auto market bringing their dual-mode electric vehicle technology to the American consumer. The patented battery in BYD's vehicles is regarded as the safest and highest performing of its kind, but it remains to be seen, whether this technology will appeal to the American consumer. With Buffet's backing and the support of the California government, in September 2011, BYD announced a contract with the city of Los Angeles and a partnership with Hertz to utilize their vehicles and technology within the Los Angeles market.

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THOMAS COCHRANE

Gabriel B. Ingraham III
Medical University of South Carolina

Case Synopsis

Dr. Thomas Cochrane is full time faculty at the Medical University of the Southeast College of Dental Medicine. While attending afternoon student clinic, Jack Aubrey, one of the seven students Dr. Cochrane is responsible for, is treating a very challenging, demanding patient. This senior dental student is very good clinically and is well liked and respected by fellow students, staff and faculty – his heart is in the right place. After just a few minutes with his patient he soon realizes that the long course of dental treatment he had completed may all have been for naught, as his patient has obviously changed her mind about the course of treatment she had previously agreed upon. As Dr. Cochrane assesses the situation he realizes that this may be a great teaching opportunity that will require Jack to utilize a high degree of patient management skill and technical dentistry. Can patient, student, and attending reach common ground?

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JUST LEARN TO USE THE STAIRS

Dillon Kimmel (Student Author)
Ben Ortiz-Colon (Student Author)
University of South Carolina

Case Synopsis

Lisa Dawson has been the advisor for the University Program Board (UPB) at Midwest State University (MSU) for two years. However, she now finds herself being pressured by university officials to discipline students who allegedly denied access to a wheelchair user and treated her insensitively. Despite calls from her superiors to take action against UPB members, the students tell a very different story of what happened and insist they followed the organization's accessibility policy. With pressure mounting to investigate the incident and respond accordingly, Lisa is left to make some tough decisions.

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ORIENTATION TRADITION

Chika Kusakawa (Student Author)
Christie Hofmockel (Student Author)
Kara Woodlee (Student Author)
Victoria Bucher (Student Author)
University of South Carolina

Case Synopsis

Ben Corcoran has worked at Stewert University for almost 20 years. He started his career at Stewert as the Director of New Student Orientation but has now become the Associate Dean of Student Leadership. He is well respected from his peers as well as the Provost, who has mentored him throughout the years. Ben now oversees the Orientation program and remains highly involved, as it was his first true passion. He recently hired a new Director but his confidence in her was questioned during a recent judicial hearing. An Executive Student Leader for Orientation was alleged of serving alcohol to a minor at an off campus party, but he claimed it was an "Orientation tradition" the Director was fully aware of.

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THE CONVEYOR CONUNDRUM

Peter Markulis
Richard Gifford
SUNY – Geneseo

Case Synopsis

The case describes the decision dilemma faced by the four owner/managers of a small manufacturing company (Northeast Industries) with regards to one of their major divisions, the division which makes conveyors and conveyor-related equipment. While two of the owner/managers want to expand the conveyor division, the manager of the conveyor division wants to scale back production and focus on high quality, while the President and majority stockholder is not sure what to do. Presently, the conveyor division contributes the highest margins to the company, but sales have been slowly decreasing (as well as costs). The company also has an invitation from a competitor to combine its large scale conveyor manufacturing capacity with the high quality of Northeast. The case describes the personality and goal conflicts among the four owner/managers which serve to exacerbate the dilemma.

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SHOULD I SAY SOMETHING?

Karen McPherson
Medical University of South Carolina

Case Synopsis

Dr. Powell is a young dentist who recently joined an established practice. After working for a few months, he realizes that the treatment provided in the office is of a lower quality than he finds acceptable. He debates whether to speak up and to whom.

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DENTAL DISASTER

Allison Miller (Student Author)
Medical University of South Carolina

Case Synopsis

Dental Disaster surrounds an ethical dilemma faced by dental instructor, Dr. Lang, when students do not follow his clinic guidelines at a public health facility. Dental student Jeff and his hygiene counterpart Matt work together at Smithville's dental clinic, as part of their school's outside dental externship experience. As their week rotation progresses, Dr. Lang notes Jeff's quick speed and reckless manner when handling his patients. During his last few days in the clinic, Dr. Lang watches in shock as Jeff instructs Matt to extract a tooth from an ailing patient. Matt, with solely a dental hygiene background, lacks the credentials and training to complete such an invasive procedure. At the conclusion of the case, Dr. Lang is left rectifying Jeff's mess, placating the patient, and deciding on proper punishment for the two boys. How should Dr. Lang hold Jeff and Matt accountable for their actions? How can Dr. Lang prevent future patient catastrophes in the Smithville Clinic?

Case Objectives and Use

In this case, a dental instructor at a rural health clinic must oversee dental students and dental hygiene students weekly as they complete their outside, rotations. Dr. Lang enjoys his position and working close with the dental students, until one student deliberately breaks his clinic rules and treats patients recklessly. This case, based on actual events and individuals, is meant to provide a teaching point for instructors at the graduate or professional level to review appropriate clinic behavior and proper patient management with their students. This case would be best used in an ethics course or clinical skills course for healthcare providers prior to their entering patient care. Additionally, faculty and teachers could benefit from discussing Dental Disaster to determine how to set effective guidelines for their students when treating patients.

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THE FACULTY BUYOUT PROGRAM: ORGANIZATIONAL AND INDIVIDUAL PERSPECTIVES

Thomas R. Miller
The University of Memphis

Case Synopsis

Like many colleges and universities across the country, Ivy State University, a large comprehensive institution in the Southeast, had recently faced severe budget challenges, especially in the last four years. The shortfall stemmed primarily from declining state appropriations as well as reduced endowment earnings. Among the various efforts to address its budget reductions, the University had introduced employee buyout plans which were designed to meet immediate budget reduction targets, to provide opportunities to reallocate resources within the institution, and to replace present employees with those faculty and staff who better fit the current and future strategic mission and goals of the institutions. The second of two buyout programs at Ivy State, a targeted buyout, offered a very substantial severance payment to eligible tenured faculty members who agreed to give up their positions. Though several faculty members in the School of Business were recommended for the buyout program, the University had a limited number of buyouts that could be accepted. Dr. Fred Summers, Chair of the Management Department, had recommended two faculty members in his unit, Dr. Al Bratton and Dr. Leonard Jenkins, both nearing retirement. Although Jenkins was approved for the buyout plan by the Provost, Bratton was not. Once this news was out, an emotional and indignant Bratton met with Summers and expressed his dissatisfaction with the decision. Vowing to appeal his rejection of his nomination for of the buyout, Jenkins alleged the action to be unjust and insulting to him as a loyal and productive faculty member who had served the University for over 30 years.

Case Objectives and Use

The general purpose of the case is to enhance student awareness and understanding of the impact of changing human resource needs in organizations, the challenges of adapting organizations to fit new strategies, and the interaction of organizational values and employee values in this process. The case is intended primarily for undergraduate or graduate courses in human resource management, compensation administration, or higher education administration. Depending upon the needs and interests of the instructor, the case could be used to address the following topics: organizational renewal, retirement incentives, equity theory, ethics and justice theories, and reinforcement theory. The case was developed from field research and organizational documents. The case events are real, but proper names of characters and organizations have been disguised.

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NICK RALEIGH

Lindsey Morrow Hamil
Walter Renné
Medical University of South Carolina

Case Synopsis

Dr. Nick Raleigh is confronted with what appears to be a visible infection when his patient returns for a follow-up visit after oral surgery. As he talks to the patient and examines her, he realizes that he is less prepared for what he finds than he imagined.

Case Objectives and Use

This case provides an opportunity to discuss and consider a unique clinical scenario that has multiple implications for both practitioner and patient. The case, based on an actual clinical event and using primary data, was written for predoctoral and postdoctoral dental students, faculty members and health professionals. The case encourages readers to consider the health and infection control implications of the vignette as well as an opportunity to discuss culturally sanctioned practices and behavioral health. It provides a multi-faceted scenario for use in interprofessional education to promote discussion and communication between medical practitioners and disciplines.

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SWEET SUCCESS

Rebecca J. Oatsvall
Meredith College

M.Tony Bledsoe
Meredith College

Case Synopsis

Rose Hill in Duplin County, North Carolina, would be an unremarkable small town in the rural south if it was not the home of Duplin Winery. For almost forty years, the Fussell family has taken the sweet muscadine grapes that thrive in hot and humid eastern North Carolina and turned them into wine that is sweet in both taste and affordability. The story of three generations of Fussells creating, managing, and sustaining a family business is of interest not only as a success story, but also as an opportunity to evaluate opportunities for determining where the family business may go in the future.

Case Objectives and Use

From its inception an organization must face the continuous and demanding challenges of at least two critical factors. These are managing and sustaining the enterprise. This case offers undergraduate business students a setting in which to apply decision-making and analytical tools by identifying and determining courses of actions that lead to more efficient and effective use human and nonhuman resources.

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GULF COAST ORTHOPEDIC SPECIALIST: ELECTRONIC MEDICAL RECORD

Richie Platt
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University of West Florida

Jason Crawford
Ochsner Health Services

Case Synopsis

Jerry Forrester, the practice administrator for Gulf Coast Orthopedic Specialist (GCOS) had great concerns about the organization's future viability. The changing healthcare environment was passing GCOS by and changes need to be made. One goal for GCOS was to replace their outdated scheduling and billing system with new Electronic Medical Record (EMR) technology that would improve their medical practice.

Integrating the new EMR system within GCOS is needed to compete in today's healthcare market. Where did things go wrong? The IT contractor, MedInformatix, still supports their system, but now has asked GCOS to fund a $75,000 upgrade to a current version. Should they spend the money on the upgrade? The competition is not only taking their patients, but now their physicians. What do GCOS and Jerry Forrester need to do compete better in the future?

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UDDERLY DELICIOUS

Susan Peters
Francis Marion University

Case Synopsis

Granjas de Venezuela S.A. (GVSA), located in the Zulia region of Venezuela, was founded in 1970. The Garcia family ranches, however, have a history going back to 1892. Their dairy and beef cattle farms have about 1700 dairy cattle producing 7000-8000 liters of milk per day. The company perceived higher margins in downstream markets and decided to vertically integrate into milk processing in order to capitalize on these revenue sources. They saw vertical integration as a way to get control of the channel, to get a consistent user for their milk and as a form of diversification.

Prior to this case, ABCI, a wholly-owned subsidiary of Land O'Lakes had been retained to examine the current market situation and propose the products and marketing plan to be pursued by the Garcia family. The current case looks at designing a production facility to manufacture those products.

Case Objectives and Use

Although not a true international case—it concerns Venezuelan made products for a Venezuelan market—the presentation of the case though the eyes of the American consulting team allow for discussion of the complexities of doing business in an international environment.

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BALANCING ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY IN PUBLIC POLICY: FEDERAL MINING REFORM

Susan Peters
Francis Marion University

Linda Gibson
Bruce Finnie
David McNabb
Pacific Lutheran University

Case Synopsis

A member of the U.S. Congress and her legislative staff undertook the daunting task of reforming federal mining policy. They encountered the political pressures involved in balancing economic and environmental sustainability when formulating policy or drafting legislation to reform environmental policy. Mining reform was one of the perennial issues before Congress because, according to the EPA Toxic Release Inventory of 2004, mining produced more hazardous waste than any other industry. Further, after a mine's resources were depleted, mining firms often declared bankruptcy when faced with the significant expense of environmental remediation, leaving the cost to the federal government. This expense sometimes ran into the hundreds of millions of dollars, and many mines became unfunded Superfund sites. The General Mining Law of 1872 laid the groundwork for these problems; but, reform of this law would not resolve the federal risk exposure resulting from environmental mishaps on private land. Options were needed to help protect the federal government from this often overlooked risk from large-scale, hard rock mines operating in the western states.

The case describes the challenges faced by a western Congresswoman who wanted to reform federal gold mining policy. To help her decide what legislation she should propose, she charged her staff with locating and organizing reform options and a strategy to use to win support for reform. Her staff gathered options and background information, analyzed various stakeholders, and debated which reform strategy to recommend to their boss. They examined public choice theory and agency theory issues as possible contributors to the political inertia on mining policy reform.

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THE PANTRY, INC: A VIABLE ORGANIZATION FOR THE TWENTY-FIRST CENTURY

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Katie Martin (Student Author)
Joanna Roland (Student Author)
Blaine Lawlor (Faculty Supervisor)
University of West Florida

Case Synopsis

This case examines the Convenience Store industry, with specific emphasis on The Pantry, a leading independent operator. The Pantry has been experiencing profit losses recently, after a change in leadership and in strategy, from growth-by-acquisition to a focus on same store sales improvements. The case examines the company at a CEO-level as it relates to strategy development.

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CHRISTIAN SURFERS – A WIPE OUT OR A SMOOTH RIDE

Timothy A.O. Redmer
Regent University

Case Synopsis

Christian Surfers – A Wipe out or a Smooth Ride is a nonprofit decision-oriented case featuring Christian Surfers U.S. (CSUS), an interdenominational nonprofit ministry headquartered in St. Augustine, Florida. The organization may lose its lease, is facing a declining membership, and is considering an extensive new membership drive. Complicating the situation is that CSUS has been without an executive director for over a year. Chandler Brownlee, the last executive director, was also the strongest financial contributor to the organization. Earlier in the week, Chandler announced he was stepping off the board and cutting his active interaction with the organization. The organization is at a critical time in their 23-year history. Casey Cruciano, the CFO, needs to reconcile the lease situation in the next few days and determine if a massive membership promotional program should be implemented, all while funding issues are becoming a major concern and the organization lacks leadership at the top level and has questionable board of director support.

Case Objectives and Use

The Christian Surfers – A Wipe Out or a Smooth Ride case can be used in a strategic planning, leadership, not-for-profit, or small business class probably at the undergraduate but possible also at the graduate level that covers the topic of leadership or strategic decision making. The fact that this is a surfing case should also generate interest from your typical college student. There are a sufficient number of extenuating circumstances to make for a good discussion of critical factors in this case.

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CHARLOTTE STEM ACADEMY

Jordan Roberts (Student Author)
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Queens University of Charlotte

Case Synopsis

Margaret "Carr" Hughes is a stay-at-home mom who is dissatisfied with the summer educational "camp" offerings for her elementary-school age children in the Charlotte, NC area. Hughes joins forces with another mom to create their own program in the STEM (science, technology, engineering, mathematics) subjects. They research possible locations for the program, and decide that Queens University of Charlotte (QU), a centrally located campus just outside of downtown Charlotte would provide the ideal locale.

Hughes contacts several Queens' employees, and all are enthusiastic about the program, but the quoted price for classroom rentals presents serious budgetary problems, particularly for a start-up program. At this point, Hughes' partner decides to bow out, and the program is in danger of never getting off the ground. A few days later, Hughes gets a message from one of her contacts at Queens, stating that the university has had second thoughts and is willing to negotiate the facilities rental price, and also wants to discuss the possibility of collaborating with Hughes on the program. Hughes now has to consider whether to move forward as a sole proprietor or to bring Queens University in as a new partner (and if so, on what level).

Case Objectives and Use

This case focuses on a situation where an entrepreneur decides to begin a new venture as a sole proprietor, or consider adding a partner. The partner is a university, rather than another individual. The events of the case are true, and gained through personal interviews. The case is designed for use in an introductory entrepreneurship class, or any class with a section on small-business start-up/decision making.

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DINEEQUITY, INC.

Amanda Satterfield (Student Author)
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Maryville College

Case Synopsis

DineEquity, Inc., began with the 2007 merger of International House of Pancakes (IHOP) and Applebee's, two restaurant chains with very different target markets and differing financial performance. IHOP had implemented a new business model that emphasized the sense of a family-friendly neighborhood and sought to eliminate company-owned restaurants in favor of franchisee-owned operations. IHOP had a record of strengthening financial performance and market position. Applebee's, in contrast, was struggling at the time of the merger.

The dynamic CEO of DineEquity, Julia Stewart, had previously been in management positions in both companies. She set about to revamp Applebee's by following IHOP's new and successful strategy. She closed a number of Applebee's restaurants, introduced a number of innovations, and began moving toward franchisee financing of new restaurants. At the end of fiscal 2010, DineEquity posted increased sales and profits, increased positive cash flow and declining debt. DineEquity's trend of improving performance over the past four years appeared to bode well for the future.

Case Objectives and Use

This case could be used effectively in a Strategic Management course as an introduction to corporate analysis. It lends itself well to examination of trends in the general environment and the threats and opportunities faced therein. It is also an example of a company with strong leadership doing a number of things very well. Similarly, it would be useful in introducing Porter's Five Forces model and using it to analyze the restaurant industry. It is also an example of differentiation of two separate brands with very different target markets. Finally, the case is a good example of using franchisee financing as a financial strategy.

In addition, DineEquity could be used in a Finance class as an exercise in financial analysis. The case could lead to student assignments delving into issues in capital structure as strategy and in the management of debt.

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INVESTMENT QUANDARY: PORTFOLIO OPTIMIZATION AND THE 401-K DECISION

Jan Serrano
Francis Marion University

Case Synopsis

June Branch, like many other employees in the U.S. has a 401-K plan available to her at work. Rushed to fill out her paperwork upon starting her job, she simply picked a fund for her contributions that matched her retirement date. She never bothered to attend the annual meetings with the representative for the plan administrator. She stopped opening her quarterly statements during the financial crisis of 2008 and 2009! As markets slowly improved over the last few quarters, though, she occasionally glanced at the quarterly reports before adding them to her files. Imagine her surprise when she opened her statement for the last quarter and her investments had dropped over 15%. She began to wonder if she should change her fund selections or use a different investment strategy. The plan representative was supposed to meet with employees in two weeks. Were her contributions going to the best option, or should she change her allocation? What factors should she consider in making this decision?

Case Objectives and Use

Flexible enough for use in introductory investments or more advanced portfolio management, the material in this two part case addresses security selection and portfolio construction issues as they apply to the 401-K decision faced by most employees in the U.S. Detailed instructions on how to use the Microsoft Excel Solver function to answer specific questions are included in the case. Additionally, the case may be left open ended for students in more advanced courses, or may be more directed by assigning specific questions (given in the teaching note) for students to answer. This case highlights the pitfalls that many workers encounter in selecting their contribution options. It exposes students to the sometimes irrational choices that employees make. It encourages students to think about the factors that should be considered when selecting from a limited number of investment choices. Further, for more advanced students, it allows for use of computer optimization techniques in a relatively simple setting. The optimization procedures used in this case highlight important considerations in using optimization tools for portfolio construction.

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OH, NO SHE DIDN'T

Jompobe Vuthiganon
Medical University of South Carolina

Case Synopsis

Kyan Xavier is a dental student who is also gay and unsure about coming out to faculty and staff at his dental school for fear of being treated unfairly. A situation with a staff member, however, makes him wonder if he should report inappropriate behavior at the risk of outing himself.

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BUSINESS FACULTY COLLEGIALITY: RANKING, RANKLED, OR JUST RANK?

Fred A. Ware
Valdosta State University

Case Synopsis

This case, based on actual events, raises the issue of whether or not collegiality can be measured in an academic organization, particularly as an attribute in tenure and promotion decisions. Business school faculty are singled out, triggered by their major accrediting agency's recent suggestion in its magazine that collegiality is one of three essential future quality criterion for excellence. A senior professor is questioned by a young applicant for tenure who voices concern about meeting nebulous collegiality standards in contrast with more logical measures of candidates' teaching, research, and service accomplishments. The college's policy manual cites "interpersonal relationships" and "work habits" as variables for judging Collegiality and Organizational Fit. A literature search yields strong pro and con opinions and provides a useful view of the sometimes controversial issue.

Case Objectives and Use

Instructors in higher education administration and leadership could use the case and its teaching notes to realistically demonstrate the complexity of this topic.

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CHANGE

Jean T. Wells
Howard University

Gwendolyn McFadden-Wade
Marka B. Fleming
North Carolina A&T State University

Case Synopsis

From a very early age, Rob felt uncomfortable in his own male body and secretly started to dress in female clothing. This discomfort persisted throughout his teenage and early adult years and his desire to be a female persisted. Despite these feelings, Rob earned a college degree, married and fathered three children. After he separated from his wife, Rob's desire to be a female intensified and consumed him to the point where he sought out psychotherapy. Rob was diagnosed as being a transsexual suffering from gender identity disorder. Rob was advised that because his gender identity disorder was so profound that he should undergo the process of transforming himself from a man to a woman to relieve his discomfort. The recommended treatment plan included hormonal therapy and sex reassignment surgery. Rob legally changed his name to Rita. Rita deducted these costs as medical expenses on her federal income tax return. The Internal Revenue Service denied Rita's medical expense deduction.

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DETRIMENTAL DONATION

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University of South Carolina

Case Synopsis

Constance Rida is the Project Coordinator for Alumni Giving in the Division of Development at North Coast University. It is her first year on the job and with her performance review quickly approaching; Constance feels immense pressure from her supervisor to meet her fundraising goal. Three months prior to her review, with her job on the line, Constance receives a phone call from Andrea, a recent alumna of North Coast, offering a $500,000 donation. Constance is elated until she receives a frantic phone call from Andrea's sister, pleading for Constance to not send her sister into bankruptcy. The call leaves Constance wondering what she should do.

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2013 Southeast Case Research Conference
Manuscript Submission and Formatting Instruction

The following information is intended to help you format and submit your submissions to the Southeast Case Research Conference next year.

Complete Case Submissions

A complete Case will include: 1) a complete Case with supporting exhibits and 2) an Instructors Manual (or Teaching Notes). Authors who submit complete cases by the deadline are eligible for the Best Case Awards.

Abstracts, Embryo Cases, Incomplete Cases, and Cases without an Instructors Manual

SECRA invites authors of Cases in various stages of development to take part in developmental workshops where experienced case writers can provide guidance and advice for completing your case. Even if all you have is an idea for a case, we have colleagues who can help you complete your case.

Partially complete submissions may be accepted for presentation at the conference but are not eligible for Best Case Awards. Partially completed submissions include: complete Cases without an Instructors Manual, incomplete Cases, embryo Cases (the idea for a Case in the form of an expanded abstract), and Abstracts. Authors should attempt to complete their Case and Instructors Manual for presentation at the conference.

Publication Issues

An Abstract of all submissions accepted on the conference program will be included in the Printed Conference Proceedings. Complete Cases and Instructor Manuals will be published on the CD of the Conference Proceedings. Authors may choose to withhold their complete Case or Instructors Manual if publication in the SECRA Proceedings might jeopardize future journal publication. Advise the Proceedings Editor if you wish to omit portions of your submission from the Proceedings or want to discuss this further.

Initial Submission Instructions

For conference consideration, email your submission to the Program Chair. Your submission should include two MS Word files, 1) your Case submission including the IM, and 2) a one page Case Abstract. The format for Case submissions is provided on the following pages. To ensure a double blind review of your Case, please delete information which might identify the authors including names, affiliations, and contact information. Also remove author and affiliation information from the document properties. The format for Case Abstracts is provided on page 43. Your Case Abstract will be included in the Conference Proceedings and is used to link authors to their submissions. Be sure your Case Abstract includes contact information for all authors.

Final Submission Instructions

Reviewers will evaluate your Case for inclusion on the conference program and, if accepted, will provide you with suggestions for future revisions. Email revised submissions to both the Program Chair and the Proceedings Editor. Please reinsert the author information in your Case according to the formatting instructions on pages 41-42. Ensure all materials are in MS Word format.

Submit all conference materials in MS Word file format.

Initial Submission: To ensure a double blind review of initial conference submissions, authors should omit identifying information from initial submissions including names, affiliations, and contact information. Also be sure to remove similar information from the file attributes.

Final Revision: Reinsert this information into your revised submission.

This is the Title of Your Paper – It Should be in Times New Roman (TNR) Bold – 16 Font –Left Aligned

Name of Author 1 – this should be TNR - 14 font –left aligned
Affiliation

Name of Author 2 (etc.)
Affiliation – if 2 or more authors are of the same affiliation – list the authors and then list only the pertinent affiliation – after all authors and affiliations are listed, skip a line and insert a line (as follows).

You should begin the abstract section by skipping a line below the above drawn line. The Abstract should be in TNR 12 and italicized. Both the abstract and the body of the paper should be justified and single spaced. The Abstract should give brief description of the case and contain enough information to give the reader the basic premise of the situation. Abstracts should be no longer than a good paragraph or two. The abstract should not give the students any indication of potential recommendations or solutions. After completing the abstract, skip a line and insert a line.

INTRODUCTION 12 TNR BOLD
After skipping a line begin with your heading, whatever you want to call it (we used introduction here just because). Headings should be **BOLD** all **IN ALL CAPS**. Don't skip a line after headings. Always justify the body of the paper. Do not indent new paragraphs.

To begin a new paragraph, simply skip a line and continue with your writing. Within the body of the paper, fonts should be Times New Roman 12. You may bold and underline within the body of the paper but please use discretion here.

Now we will discuss page set up. I apologize for not doing it earlier but it just did not fit. OK – Margins –
Top 1.4
Left 1.5
Right 1.5
Bottom 1.5
These are not arbitrary numbers. Through trial and error, these are the numbers that allow for easy printing and publication.

TABLES AND EXHIBITS

Any tables and exhibits included in your case or in appendices must be in **MS WORD**. Please do not send tables or exhibits in Excel or other inserted programs. Also, please **do not use any color** in charts. For example, please see Table 1 and Exhibit 1 below. The use of tables and exhibits is highly encouraged because of their value to students using the case. If they tables are short they may be included in the case. If they are large, it may be better to include them in an appendix. If exhibits do not add to value of the case, please do not include them.

TABLE 1
Change In Market Value

	12/31/00	12/31/01
Sum of Cash Flows	$ 7,750,000	$ 5,350,000
Market Value	$ 9,000,000	$ 7,500,000

EXHIBIT 1
Business, Inc., Projected Balance Sheet 12/31/02 (000)

Assets		Liabilities	
Current Assets	$22,000	Current Liabilities	$15,000
Long Term Investments	$5,000	Long Term Debt	$36,000
Property & Equipment	$40,000	Total Liabilities	$51,000
Intangibles	$8,000		
		Equity	
Total Assets	$75,000	Stockholders' Equity	$24,000
		Total Liabilities & Equity	$75,000

REFERENCES AND ADDITIONAL READINGS

Any referenced literature used in the case (and these are highly recommended) should be cited using APA format.

Limit your abstract to one page.
Set Cases Abstract margins to 1" top, 1.25" sides, and 0.5" bottom, justify both sides

Group authors at single institution as shown.
Separate authors at different institutions with a space

THIS IS THE TITLE OF YOUR ABSTRACT FOR THE PROCEEDINGS (BOLD, ALL CAPS, TIMES NEW ROMAN, CENTERED)

Author #1 First and Last Name
Author #2 First and Last Name
Institution Name

Remainder of page is Times New Roman 12 with bold/italics only where noted

italics

Case Synopsis

bold

The main character has worked for many years in a successful family retail shoe business. His father and the senior managers have long demonstrated an extraordinary work ethic with a conservative but effective purchasing policy of deliberately overbuying shoes semi-annually, virtually preventing any stock outs. The business has developed an enviable reputation of good customer service with consistently large and diverse inventories.

Through dogged persistence, starting with a purchased (ineffective) data management system, the younger family member has gradually built his own valuable data base. Senior managers and even the young man himself are reluctant to change the normal procedures even though better use of quantitative data would likely significantly improve the profit picture. One can empathize with the managers' risk involved in making a buying policy change since the firm has performed well in the past. Should they take the chance?

Case Objectives and Use

bold

This case provides an opportunity to consider that vital period in a family business timeline when a younger successor is moving inevitably toward taking over top management of the organization. In this situation, the son of the founder/owner of a retail shoe business is contemplating the use of quantitative methods as a change in the normal seasonable merchandise buying policy of relying on intuition and experience. The heir-apparent is nervous about the proposed change and wonders if his father and other senior managers will be willing to take the risk.

The case, based on an actual business and using primary data, was written for undergraduate courses in Family Business Management, Small Business Management/Entrepreneurship, and Management Science. Some sample data is provided for optional assignment by the instructor. With or without the quantitative aspects, the case may be used in small business management/ entrepreneurship courses to segue into behavioral aspects of family business succession.

bold

Contact Author: First and Last Name, Department, Institution Name, Address, City, State, Zip, Phone: ###-###-####, email: AuthorName@institution.edu.

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2013 PRELIMINARY CALL FOR CASES, CASE EMBRYOS, PAPERS, & SYMPOSIA
Southeast Case Research Association
21st Annual Meeting
Myrtle Beach, South Carolina
February 14-16, 2013

The 2013 program organizers of the Southeast Case Research Association (SECRA) invite new and experienced case writers to submit original, unpublished cases to be presented at the 21st Annual SECRA Conference. Cases in early development may be submitted without an instructor's manual. Case embryos in the very early stages may be submitted for discussion during newcomer sessions.

Submission Deadline: *November 26, 2012*

SECRA serves as a channel for the development and publication of case studies in all areas of business, education, social issues, technology, healthcare and other disciplines. Cases with an instructor's manual, cases without an instructor's manual, case embryos, and abstracts will be considered. All cases presented at the 20th Annual Conference will qualify for review and possible publication in the *Southeast Case Research Journal*. SECRA strongly encourages student authored case submissions and participation.

Important Dates

- Complete cases and instructor manual (IM) submissions due: *November 26, 2012.* Late submissions can be included on the program if submitted by the January 3rd due date.
- Camera-ready abstracts and revised materials due: *January 3, 2013.*
- To be included in the printed program, the registration fee paid by: *January 10, 2013.*
- Hotel guaranteed rate date: *January 17, 2013.* Late registration fee after: *January 17, 2013.*

Submission Information

Submit cases to the Program Chair. Field-researched cases are especially encouraged. During each SECRA conference, a special session is held offering newcomers to case writing and case embryo authors the chance to present case study ideas for critique by experienced writers. The session is targeted toward participants who wish to hone their skills before submitting a full case or article.

SUBMISSION GUIDELINES: The following guidelines aid in the review and editing process. Please follow them.

1. Submit all materials to both the Program Chair, Jan Serrano: JSerrano@fmarion.edu, and the Proceedings Editor, Chris Cassidy: cassidy@shsu.edu by: *November 26, 2012.*
2. Submissions should be formatted and submitted electronically according to the instructions on the SECRA website (http://secra.org/). Submissions should not include information that identifies the authors or their affiliation. A separate one-page abstract should also be submitted that includes complete author names and contact information.
3. Cases submitted must not have been published or presented elsewhere. Only complete cases with an accompanying instructor manual submitted by the submission deadline will be considered for awards.
4. A tiered evaluation process will examine: 1) Full Cases, 2) Embryo Cases, and 3) Abstracts.
5. Please indicate the contact author, faculty advisor, and student authors, if applicable. SECRA strongly encourages student submission and participation.
6. Address question to the Program Chair, Jan Serrano: JSerrano@fmarion.edu.